



NORTH TEXAS HIDTA 2005 ANNUAL REPORT

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I. EXECUTIVE SUMMARY

Illegal drugs now affect virtually every component of our society. The High Intensity Drug Trafficking Area (HIDTA) Program is designed to significantly disrupt the market for these illicit activities. Every time illegal drugs and associated drug assets are seized, the regional marketplace for illegal drugs suffers a setback. By disturbing the drug supply chain, particularly at the multi-state or international level; law enforcement impacts the drug flow before it ever reaches the individual user, but law enforcement activities also have a cost. A key question emerges, therefore, as to how efficiently and effectively are public dollars being spent on these HIDTA objectives. During this reporting period, the North Texas HIDTA initiatives disrupted the market for illegal drugs by meeting or exceeding most of their performance targets for the year, and they did so in a safe and cost effective manner.

The North Texas HIDTA is a national transshipment and distribution region for drugs arriving from Mexico and destined for northern Texas and Oklahoma as well as other areas within the United States. Drug traffickers use the North Texas HIDTA region for the transport, storage and distribution of illicit drugs, exploiting its transportation infrastructure to facilitate the movement of drugs. The state of Oklahoma is an integral part of this drug trafficking network.

- Like every HIDTA in the country, the North Texas HIDTA is governed by an Executive Board of federal, state and local law enforcement executives that administer both policy and the annual budget based upon the national program guidance and the regional needs as identified in the North Texas HIDTA threat assessment. The threat assessment when used with the HIDTAs Performance Management Process (PMP) provides an effective means of ensuring that funds are being allocated to address the threat at the Drug Trafficking Organization (DTO) level to include targeting Consolidated Priority Targets (CPOT) and Regional Priority Targets (RPOT).

- During 2005, several North Texas HIDTA investigations resulted in a large number of arrests, indictments, and seizures. These seizures hit drug trafficking organizations (DTOs) hard, affecting their profitability, and frequently their ultimate survival. North Texas HIDTA has targeted local, multi-state and international trafficking organizations to assure the full scope of illicit drug activity in North Texas and strategic areas of Oklahoma is addressed. The following highlights illustrate this success:

- To maximize results, the North Texas HIDTA facilitates cooperation and joint efforts between different law enforcement organizations. There were over 40 federal, state and local law enforcement agencies participating in the North Texas HIDTA regional law enforcement initiatives with over 150 participants. With support from the North Texas HIDTA Regional Intelligence Support Center (RISC), the Oklahoma Intelligence Center (OIC) and the Texas Narcotic Information System (TNIS), regional initiatives continue to make significant progress in identifying, investigating and dismantling or disrupting the area's most dangerous and prolific DTOs, drug dealers, money launderers, weapons traffickers, and violent criminals.

- Illicit drugs are extremely profitable for the illegal organizations that traffic them. Removing those profits hits home where it counts. During CY 2005, **over \$13.2 million dollars in drugs were seized and almost \$9.9 million dollars in drug assets for a total of over \$23 million dollars** in illicit drug profits were permanently eliminated from the balance sheets of regional DTOs. Its impact on an illegal DTO represents a sizeable reduction in illicit drug availability.
- Fighting the battle against illicit drug trafficking costs money. One can take great comfort; however, from the fact that every North Texas HIDTA budget dollar spent on law enforcement and investigative support activities, contributed to removing \$6.00 in illicit drugs from the market and seizing \$5.00 of drug-related assets. Thus, North Texas HIDTA initiatives achieved a remarkable combined Return-on-Investment (ROI) of \$11.00 for every \$1.00 of North Texas HIDTA funds invested.
- HIDTAs exist to disrupt and dismantle DTOs. Beginning in 2005 North Texas HIDTA had identified 43 DTOs and identified another 23 for a total of 66. Of those 66 DTOs targeted, North Texas HIDTA initiatives disrupted 16 DTOs and dismantled 13. This means approximately 44% of those targeted DTOs were disrupted or totally dismantled during 2005.
- The North Texas HIDTA strives to investigate larger, more complex DTOs where the greatest positive impact can be achieved. Disrupting or dismantling a large complex DTO generally takes longer than stopping a street level operation, but doing so can substantially reduce the illicit drug marketplace. As illustrated by the statistical measures contained throughout this Annual Report, during CY 2005, the North Texas HIDTA initiatives targeted more complex cases involving larger DTOs. More specifically, it handled 10 OCDETF cases of which 3 involved multi-state DTOs and 6 were international in scope.
- Listed below are a few examples of several very successful investigations which took place during 2005.
 - In 2005, the Eastern Drug Squad completed a Title III wiretap investigation that resulted in the arrest of 12 subjects that were involved in a major international polydrug trafficking organization operating out of Dallas, Texas. This DTO trafficked in methamphetamine, heroin, cocaine, and marijuana. The DTO moved millions of dollars in drug proceeds each month back across the border to Mexico. During the course of this investigation over \$550,000 in assets were seized.
 - In 2005, the East Texas Violent Crime Squad completed the third and final phase of an investigation that targeted a Mexican drug trafficking organization and two violent criminal street gangs that distributed crack cocaine, marijuana, and firearms. These organizations were also responsible for gang violence including drive-by-shootings, drug related homicides, commercial armed robberies, carjackings, kidnapping, and extortion. To date over 135 defendants have been arrested and 60 subjects have agreed to plead guilty.
 - In 2005, the Northern Drug Squad completed a Title III wiretap investigation into a large Mexican drug trafficking organization. A total of 57 subjects were indicted in this investigation. Seizures in this investigation included 100 kilos of cocaine, \$1.5 million in cash, 17 vehicles and 42 pieces of real property. The investigation also identified

significant DTO's in Memphis, Atlanta, and Philadelphia, as well as Little Rock, Arkansas, El Paso/Eagle Pass, Texas, Corpus Christi and San Antonio.

- The Violent Crime Squad completed an investigation into the Texas Syndicate Organization (TS) with the indictment of an additional 12 defendants. A total of 21 members of the TS Organization have been arrested and are pending judicial action. In addition, the U.S. Attorney is preparing a Racketeer Influenced and Corruption Organization (RICO) indictment for the main members of the TS Organization.
- The North Texas HIDTA's success is measured in part by its ability to facilitate greater efficiency, effectiveness and cooperation among and between external participating agencies at the local, state and federal level, thus yielding tangible, measurable results. Collocation of different law enforcement agencies to facilitate and enhance resource sharing is a key strategy. The extent of information sharing and inter-agency cooperation fostered by the North Texas HIDTA approach proves that separate law initiatives are *working together effectively and efficiently*.
- The North Texas HIDTA continues to play a leading role in assisting the law enforcement and investigative support initiatives with their information sharing and training needs. Information sharing and training support form the “glue” that binds these initiatives together by promoting and facilitating greater efficiency and effectiveness.

II. INTRODUCTION

This Annual Report documents the activities of the North Texas HIDTA during the 2005 calendar year. To fully appreciate the North Texas HIDTA's achievements, it is important to understand how each HIDTA is structured, and why it exists. The Director of the Office of National Drug Control Policy (ONDCP) designates regions with critical drug trafficking problems adversely impacting the United States as High Intensity Drug Trafficking Areas (HIDTAs). By design, HIDTA offices are located in these areas. Thus, the national HIDTA program, composed of 28 individual HIDTAs spread throughout the nation, is uniquely situated to counteract this illicit activity. HIDTAs play a significant role in addressing real world drug and drug-related problems, and offer real world solutions. The North Texas HIDTA is no exception. The North Texas HIDTA has fostered cooperative and effective working relationships with over 40 federal, state and local agencies in its effort to disrupt or dismantle DTOs. These working relationships are embodied in the North Texas HIDTA initiatives.

North Texas HIDTA law enforcement initiatives have established priorities that focus on the disruption and dismantlement of DTOs, especially those involved with drug-related violent crime, as well as targeting those DTOs that have the greatest adverse impact on the quality of life in the regional neighborhoods and communities. A concentration on the illegal use of firearms is another substantial commitment by all investigative agencies in the North Texas HIDTA and particularly within the Violent Crime Squad and the East Texas Violent Crime Squad. There is a determined effort to counter drug movement into and through the region, and to arrest those who conceal the proceeds from illegal drug sales within the region. These priorities are supported by a strong commitment from federal and state prosecutors to provide timely and sound legal advice and prosecution when deemed appropriate.

To achieve meaningful results, each HIDTA needs clear goals (the HIDTA Program Goals); recognition of the challenges faced (a Threat Assessment); a plan to get there (a Strategy with quantifiable performance targets); and a way to document achievements (an Annual Report). The overall HIDTA mission is embodied by the National Program Mission Statement:

**National HIDTA Program
Mission Statement**

The mission of the High Intensity Drug Trafficking Areas (HIDTA) Program is to disrupt the market for illegal drugs in the United States by assisting federal, state, and local law enforcement entities participating in the HIDTA program to dismantle and disrupt drug trafficking organizations, with particular emphasis on drug trafficking regions that have harmful effects on other parts of the United States.

The North Texas HIDTA's success is measured in part by its ability to facilitate greater efficiency, effectiveness and cooperation among and between external participating agencies at the local, state and federal level, thus yielding tangible, measurable results. Collocation of different law enforcement agencies to facilitate and enhance resource sharing is a key strategy. The extent of information sharing and inter-agency cooperation fostered by the North Texas HIDTA approach proves that separate law initiatives are working together effectively and efficiently.

During the previous calendar year, The Executive Board members and the North Texas HIDTA Director worked closely with law enforcement and local HIDTA staff to develop a vision for the future, which clearly reflects what outcomes HIDTA initiatives seek to achieve. A formal Vision Statement was approved in 2006 to demonstrate this.

The North Texas HIDTA recognizes that without a clear mission and vision statement, the law enforcement, intelligence and prosecution communities cannot work toward any mutual objectives, and success cannot be quantified or measured. The North Texas HIDTA fully embraces the following mission and vision in conjunction with the national program objectives.

North Texas HIDTA Vision Statement

To create communities in the North Texas HIDTA region that are free from the dangers of illicit drugs. This will be accomplished through the commitment to reduce availability via supporting proactive law enforcement, aggressive prosecution and effective demand reduction strategies."

NORTH TEXAS HIDTA Mission Statement

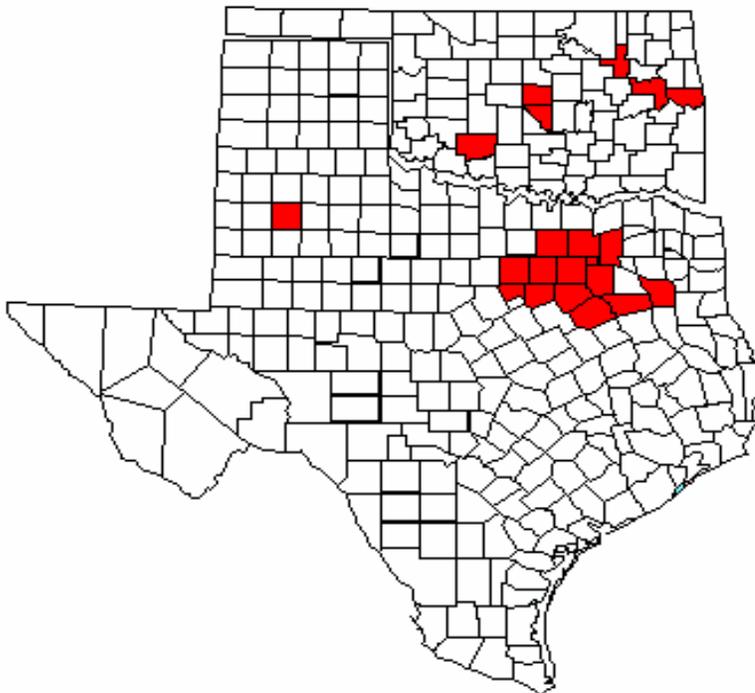
The mission of the North Texas HIDTA is to reduce the availability of illicit drugs by creating intelligence driven task forces aimed at targeting, disrupting and dismantling drug trafficking / money laundering organizations and reduce drug related violence impacting this region and other areas of the country.

Reporting Period: This Annual Report covers the reporting period January 1, 2005 to December 31, 2005.

Budget Allocation: During this reporting period, ONDCP allocated a \$3,072,000 budget for North Texas HIDTA operations, a relatively small budget considering the geographic size and population of the area served and the drug threat that exists in the region. This includes \$2,822,000 in the baseline budget and \$250,000 in supplemental funds for the Oklahoma counties. (These supplemental awards included \$150,000 for an Accelerated Domestic Market Disruption Initiative and \$100,000 in a Domestic Highway Interdiction Project, both for Oklahoma City Police Department.)

Based on the North Texas HIDTA's threat assessment, the region faces significant drug threats on many levels. The North Texas HIDTA strives to minimize any expenditure that does not directly address achieving their primary objectives. Accordingly, the North Texas HIDTA allocates over 68% of its allocation directly to its enforcement initiatives and their intelligence support costs. (The cost of the facility that allows for the collocation of the majority of the North Texas HIDTA initiatives in Irving, Texas, is not included in the operational initiative budgets). Throughout this Annual Report, the North Texas HIDTA is pleased to report significant success in achieving its mission, and demonstrating positive trends for the future. We believe HIDTA dollars are yielding the desired effects they were intended for.

Geographic Area of Responsibility:



- **Texas Counties:**
Collin, Dallas, Denton, Ellis, Henderson, Hood, Hunt, Johnson, Kaufman, Lubbock, Navarro, Parker, Rockwall, Smith, and Tarrant County
- **Oklahoma Counties:**
Cleveland, Comanche, Muskogee, Oklahoma, Sequoyah, and Tulsa County

Dallas/Fort Worth area is the ninth largest Metropolitan Statistical Area (MSA) in the nation, with more than 5.2 million residents. It is the third fastest growing among the large MSAs in the country, and is predicted to become the fourth largest MSA by the year 2010. The 6 county Oklahoma region contains over 60% of the Oklahoma population of 3.45 million, primarily in Oklahoma City (1,046,283) and Tulsa (786,117). The North Texas HIDTA is a 21 county area consisting of 15 counties in Texas and 6 counties in Oklahoma. The North Texas HIDTA region is a primary market of choice for major DTOs. Numerous interstate highways and roadways that support a high volume of traffic transect Oklahoma as well as Texas. Oklahoma's unique geographical location contributes to its role as a major transshipment of illicit drugs. The Dallas/Fort Worth International Airport is the third busiest in the world, which further facilitates the movement of illicit drugs through the North Texas HIDTA region. This region is also noted as a primary banking and financial center, which makes it an attractive area for drug money laundering. Although the number of Money Laundering Organizations (MLOs) is fairly low, most of this type of activity is investigated and enforced within the drug enforcement initiatives involving DTOs with money laundering involvement. The well-developed infrastructure of commercial enterprise, transportation network, and international finance within the Dallas MSA makes this area attractive to legitimate businesses, as well as illegal activity.

III. NATIONAL HIDTA GOALS

Every HIDTA has adopted two specific goals to be achieved in meeting the drug challenge. These two national goals guide all HIDTA initiatives and activities throughout the United States. These national HIDTA program goals, plus concise summaries of the North Texas HIDTA Threat Assessment and Strategy for Budget Year 2005 are presented in the following sections. The North Texas HIDTA Strategy was designed to meet local drug threats according to its individual needs, in conjunction with the national objectives:

NATIONAL HIDTA GOALS

Goal 1: Disrupt the market for illegal drugs by dismantling or disrupting drug trafficking and/or money laundering organizations; and

Goal 2: Improve the efficiency and effectiveness of HIDTA initiatives.

The HIDTA Goals represent clear guidelines for the North Texas HIDTA initiatives. They also provide the foundation upon which performance planning and outcome measurements are based. The North Texas HIDTA budget submissions will determine how each North Texas HIDTA initiative presents programmatic and fiscal justifications that are based on the Threat Assessment; states how the initiative's funding request directly address area threats; sets realistic performance measures; and eventually must provide specific information on how the funding has allowed the North Texas HIDTA to meet its desired outcomes. North Texas HIDTA initiatives are measured against clear national guidelines governing all HIDTA activities and expenditures.

The North Texas HIDTA Executive Board is significantly involved in all aspects of the North Texas HIDTA Intelligence and Investigation activities. The ONDCP On-Site Review was conducted April 24-28, 2006 and gave an "OBSERVATION" which stated:

I. Program Oversight

Observation: The review team noted an exceptional program utilized by the North Texas HIDTA to professionally address the required evaluation/assessment of each initiative from year to year. The application of the Initiative Review Sub-Committee's efforts in this area is performed bi-annually and provides a comprehensive look at determining the performance of each initiative in the North Texas HIDTA.

The Executive Board monthly meetings provide a forum to share important trends in drug trafficking information throughout the region, identification of DTOs, and major investigation updates. The Board also addresses important administrative issues in its oversight capacity. During 2005 the Executive Board established an Intelligence Subcommittee that supports North Texas HIDTA initiatives and its participating agencies on a wide variety of intelligence issues, training, computer technology and other matters. The North Texas HIDTA's success is measured by results, and each initiative is fully accountable for its success or failure in meeting its objectives.

IV. SUMMARY OF THREAT ASSESSMENT FOR BUDGET YEAR 2005

To maximize operational effectiveness, and to ensure that our citizens get the greatest return for their tax dollars, the North Texas HIDTA renews its strategic plan each year with realistic resource requests based on its previous Threat Assessment. The following summary for 2005 is presented below.

Cocaine, methamphetamine, heroin and marijuana all pose serious drug threats to the North Texas HIDTA region. The clandestine production of methamphetamine has significantly declined since pseudoephedrine control legislation was adopted first in Oklahoma and later in Texas and has forced lab operators to obtain precursors from other states or Canada. The continuing demand for this drug is primarily satiated by traffickers smuggling and distributing the substance from Mexico. Both powdered and crack cocaine remain readily available and continue among the primary drug threats in the region. Mexican black tar and Mexican brown heroin are a serious and continuing threat to the North Texas HIDTA. Domestic and Mexican marijuana are abundant, with cannabis being the most commonly abused drug throughout the

North Texas HIDTA region. “Club drugs,” or “predatory drugs,” such as MDMA, PCP, and LSD are also encountered and are primarily abused by teenagers and young adults.

DTOs involved in the transportation and distribution of illicit drugs pose a serious threat to the North Texas HIDTA region. Although the majority of these are Mexican DTOs, traffickers from other countries are involved in organized activity as well. Familial ties and long-standing relationships often enhance the ability of these organizations to establish and maintain trafficking corridors and distribution sites throughout our multi-state region. Collectively, these DTOs supply the demand for methamphetamine, cocaine, marijuana, heroin and other drugs. Geographically, the HIDTA region serves as a focal point for the transshipment of illicit drugs to consumers throughout the United States, as well a lucrative market for local distribution. The Dallas/Fort Worth Metroplex, with over 5.2 million people, is one of the largest metropolitan areas in the United States and one of the most ethnically diverse regions in the nation.

International air and land transportation corridors facilitate the movement of illicit drugs into and through the North Texas HIDTA region. Conversely, drug proceeds are transported out of the region to sources beyond the border via vehicle concealment and wire remitters. Although perhaps less utilized since September 11, 2001, the Dallas/Fort Worth International Airport is one of the busiest in the world and continues to afford traffickers a major transshipment facility for international drug and money movement as well as for couriers transporting small shipments to other cities throughout the United States.

Drug trafficking groups primarily transport drugs into and through northern Texas and Oklahoma using Interstates 20, 30, 35 and 45. Interstates 35 and 40 further provide north/south and east/west passage through Oklahoma. This efficient highway network effectively provides ready access to and from the Texas/Mexico border and into and through the North Texas HIDTA Region. Additionally, these routes provide direct nationwide access to destinations on the East and West Coasts as well as markets in the Midwest. More specifically, Interstate 30 extends northeast through Arkansas and provides easy access to the Mid Atlantic States and the Northeast. Interstates 20 and 45 pass through the Gulf States to the Southeast region. Interstate 35 extends from the international border at Laredo, Texas, northward through Oklahoma to cities throughout the Midwest. Interstate 40 connects Oklahoma to the East and West coasts, and Interstate 44 also provides connectivity to Oklahoma’s major cities and other states.

V. HIDTA STRATEGY SUMMARY

A summary of the North Texas HIDTA Strategy is listed below. Collocation of federal, state and local law enforcement agencies to facilitate and enhance resource sharing is a key strategy.

The North Texas HIDTA approach is to collocate law enforcement personnel in multi-jurisdictional initiatives in order to promote enhanced information and resource sharing. Through collocation, interagency cooperation, and consolidation of strategic and tactical information, the North Texas HIDTA fosters a comprehensive response to combating illicit drug activity by bringing together all available law enforcement resources in a cohesive strategy to address the problem. The North Texas HIDTA law enforcement initiatives focus on DTOs, money laundering groups, violent drug offenders, open-air drug markets, firearms trafficking and domestic drug movement. Emerging narco-terrorism trends are also considered.

The North Texas HIDTA law enforcement initiatives are directed through the respective lead agencies' management policies and are focused on the prevalent drug threats as identified in the North Texas HIDTA Threat Assessment. These initiatives actively pursue the outcomes sought by HIDTA Goal 1. All North Texas HIDTA sites enter data into the North Texas HIDTA computer system, thereby facilitating information sharing, deconfliction, enhanced officer safety, and an ability to avoid unnecessary duplication of effort during investigations where there may be common elements or subjects. In 2005, law enforcement agencies within the region used North Texas HIDTA resources to deconflict 2903 critical events and 4414 targets. Additionally, the NT HIDTA provided intelligence support services to 99 separate drug investigations.

Enhanced communication, collaboration and information sharing are key law enforcement components designed to promote maximum efficiency and effectiveness as prescribed by HIDTA Goal 2. Logically, Goal 1 and Goal 2 are closely intertwined, with Goal 2 providing the integration support services that enhance the ability for all initiatives to meet their goals.

In an increasingly competitive policy and budget environment, it is critical for the North Texas HIDTA to develop strategies and resource requests that will produce positive regional outcomes consistent with the two HIDTA goals. The North Texas HIDTA funded 8 initiatives in CY 2005 distributed as follows:

- 1 Management and Coordination
- 3 Intelligence Centers (RISC, OIC, TNIS)
- 3 Enforcement Initiatives, one with six enforcement squad components
- 1 Training Initiative

VI. HIDTA PERFORMANCE MEASURES

In an effort to demonstrate performance and effectiveness, HIDTAs across the country instituted new procedures during 2004 and 2005 aimed at ensuring that HIDTA sponsored initiatives are achieving the results desired by the National HIDTA Program and their Executive Boards. The Performance Management Process (PMP) introduced a new capability to quantify and track HIDTA targets and monitor HIDTA results. With application of the PMP, the North Texas HIDTA Annual Report continues to function as a report card; a measure of HIDTA efficiency and effectiveness; a source for comparison with previous year efforts; and most importantly, a guide for future action. The series of tables contained in this annual report present specific outputs and efficiency measures of the North Texas HIDTA. These measurable results reflect a continuing increase in efficiency and effectiveness as demonstrated by a higher ROI, lowered training costs and increased cooperation through deconfliction.

A. Performance Measures for Goal 1

Table 1 – DTOs Disrupted or Dismantled, 2005

Table 1: Percentage of DTOs and MLOs Disrupted or Dismantled for Year 2005 at North Texas						
Year	DTOs Identified	Total Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled
Begin 2005	43	43	13	30%	11	26%
During 2005	23	23	3	13%	2	9%
Total 2005	66	66	16	24%	13	20%

Table 2 - Percentage of DTOs Disrupted or Dismantled by Scope, 2005

Table 2: Percentage of DTOs and MLOs Disrupted or Dismantled by Scope for Year 2005, at North Texas [ALL DTOs; MLOs Included]								
Scope	# Identified	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	27	27	9	33%	2	7%	11	41%
Multi-state	14	14	1	7%	4	29%	5	36%
Local	25	25	6	24%	7	28%	13	52%
Total	66	66	16	24%	13	20%	29	44%

Disrupting or dismantling a large complex DTO generally takes longer than stopping a street level operation, but doing so can substantially reduce the illicit drug marketplace. It should be noted that although the percentage of targeted DTOs that were dismantled or disrupted are down from 2004, the number of DTOs targeted is up from 42 to 66 and the total number of DTOs dismantled or disrupted is up from 23 to 29. A few examples of several very successful investigations which took place in 2005 are listed in the Executive Summary.

Table 3 - Percentage of MLOs Disrupted or Dismantled by Scope, 2005

Table 3: Percentage of Money Laundering Organizations Disrupted or Dismantled by Scope for Year 2005, at North Texas								
Scope	# Identified MLOs	# Targeted	# Disrupted	% of Targeted Disrupted	# Dismantled	% of Targeted Dismantled	Total Disrupted or Dismantled	Total % Disrupted or Dismantled
International	4	4	0	0%	0	0%	0	0%
Multi-state	0	0	0	0%	0	0%	0	0%
Local	0	0	0	0%	0	0%	0	0%
Total	4	4	0	0%	0	0%	0	0%

Note: The North Texas HIDTA does not have a specific money laundering initiative. Instead, most of this type of activity is investigated and enforced within the drug enforcement initiatives.

During 2005 it should be noted that Internal Revenue Service (IRS) agents and TFOs were reassigned back to the North Texas HIDTA which has resulted in an increased number of MLOs being investigated that will be reflected in the 2006 Annual Report.

Table 4 - Operational Scope of All DTO Cases Initiated, 2005

Table 4: Operational Scope of All DTO and MLO Cases Initiated for Year 2005, at North Texas				
Scope	# CPOT Cases	# RPOT Cases	# OCDETF Cases	% OCDETF of Total DTOs Targeted
International	4	1	6	22%
Multi-state	0	0	3	21%
Local	1	0	1	4%
Total	5	1	10	15%

Tables 1 through 4 reflect the impact North Texas HIDTA initiatives had on DTOs, not only within the North Texas HIDTA region itself, but also nationally and internationally. At the beginning of each year, North Texas HIDTA initiatives are hard at work investigating DTOs that have been previously identified, many of which will also have been specifically targeted for disruption or total dismantlement. Table 1 shows that during 2005, North Texas HIDTA initiatives identified 23 additional DTOs and targeted 66 for either disruption or dismantlement.

Illicit drug trafficking occurs on several different levels ranging from the small local street dealers to the multi-state organizations, and ultimately to the sophisticated international drug cartels. Traditionally, law enforcement has had its greatest successes at the street dealer level. These “small-time” operators were less sophisticated than the larger, better-financed DTOs and, consequently, presented easier targets. Unfortunately, disrupting or dismantling the open air market dealers had little lasting effect on stopping illegal drugs. More emphasis needed to be placed on larger DTOs where a disruption or dismantlement would have greater impact on the marketplace. The HIDTA Program stresses attacking the problem at the upper levels. Table 2 explains North Texas HIDTA's success in terms of the operational scope of the DTOs identified and targeted in calendar year 2005. Of the 66 DTOs identified, 41 operated beyond the North Texas HIDTA region in multiple states, or were involved in international operations. Of these targeted major operations, 10 were disrupted and 6 were totally dismantled. Thus, 11 of the 27 targeted international DTOs were either dismantled or disrupted. While this was short of the targeted number, it still reflects the North Texas HIDTA commitment to identify, target and dismantle or disrupt large-scale drug operations.

Table 2 also demonstrates the North Texas HIDTA's commitment to reduce retail drug sales by targeting 25 local DTOs. This attention to local DTOs resulted in 6 disruptions and 7 dismantled organizations. Attacking street level traffickers in conjunction with the larger DTO targets has a ripple effect in the drug supply chain. Taking off a small dealer, even though the drug quantity seized may be small, impacts the ability of international and multi-state DTOs to

get their drugs into the hands of drug users, thus helping to reduce the efficiency and effectiveness of this black market industry. By making it more difficult and time consuming for drug buyers to score a local connection, thus making it more difficult for street level dealers to sell their drugs, the local drug markets are not able to move the same volume of drugs with the ease they experienced in prior years.

The North Texas HIDTA stresses the importance of developing cases having the potential to qualify for OCDETF designation. Table 4 shows that of the 23 cases opened during 2005, 10 received OCDETF designation or 43%. This is another strong indication that the North Texas HIDTA disrupted the market place for drugs by focusing on those DTOs operating at the multi-state and international levels of operation. Tables 1 through 4 clearly reflect the nature of the North Texas HIDTAs enforcement efforts and demonstrate its effectiveness in achieving its targeted outcomes.

Table 5 - Drugs Removed from the Marketplace, 2005

Table 5: Drugs Removed from the Marketplace for Year 2005, at North Texas		
Drugs Seized (kg or D.U.)	Amount Seized (kg or D.U.)	Wholesale Value
heroin kg	1.009	\$75,675
cocaine HCL kg	222.213	\$4,562,573
crack cocaine kg	7.074	\$152,931
marijuana kg	0	\$0
marijuana plants and grows	0	\$0
methamphetamine kg	10.647	\$228,263
methamphetamine ice kg	23.732	\$658,980
ecstasy(MDMA)(D.U.s)	27,542.000	\$162,710
Heroin, Mexican Black Tar	5.385	\$228,862
LSD	16,500.000	\$82,500
Marijuana (Hydroponic)	125.636	\$549,756
Marijuana, Commercial Grade	6,120.646	\$6,526,924
Marijuana, Sinsemilla high-grade	13.288	\$22,656
OxyContin	357.000	\$13,387
Total Wholesale Value		\$13,265,220

SOURCE: "Special Issue: Illicit Drug Prices January 2004-June 2004." Narcotics Digest Weekly, Vol. 3, No. 29, July 20, 2004. Where wholesale values are not available in this source, mid-level values were used from the same tables. Since the NDIC report covers the primary abused drugs, prices for valium and pseudoephedrine are local estimates by the reporting initiative.

Seizing drugs from a DTO is like eliminating inventories from a corporate sales department, leaving it with nothing to market. During CY 2005, the North Texas HIDTA had a

significant impact on the region's drug trade through its drug seizures. Table 5 lists the wholesale values of the respective drugs seized, thus giving a highly accurate and true depiction of the economic impact of removing these drugs from the marketplace. In this fashion, achieving the North Texas HIDTA goals is more clearly shown in terms of real dollar outcomes.

Table 6 - Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives, 2005

North Texas Table 6: Return on Investment (ROI) for Drugs Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Baseline Drug Wholesale Value	Targeted Drug ROI	Drug Wholesale Value Removed From Market	Actual Drug ROI
2004	\$1,904,789	\$5,687,628	\$3	\$5,687,628	\$3
2005	\$2,112,071	\$5,687,628	\$3	\$13,265,220	\$6

Note: The budget amount includes the amount for all enforcement and intelligence initiatives, including discretionary funding received. (The cost of the facility that allows for the collocation of the majority of the North Texas HIDTA initiatives in Irving, Texas, is not included in the operational initiative budgets).

Table 7 - Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives, 2005

North Texas Table 7: Return on Investment (ROI) for Assets Removed from the Marketplace by Law Enforcement Initiatives by Year							
Year	Budget	Baseline Value of Drug Assets	Targeted Asset ROI	Value of Drug Assets Removed from Market			Actual Asset ROI
				Cash	Other Assets	Total	
2004	\$1,904,789	\$3,620,235	\$2	\$0	\$3,620,235	\$3,620,235	\$2
2005	\$2,112,071	\$3,620,235	\$2	\$9,801,350	\$92,795	\$9,894,145	\$5

North Texas HIDTA initiatives seized almost \$9.9 million in drug assets during CY 2005, thereby reducing availability and subsequent abuse. This yields a return on investment (ROI) of \$5.00 for every \$1.00 of HIDTA funding invested in North Texas HIDTA law enforcement and intelligence initiatives. It is recognized that additional law enforcement dollars from agencies outside HIDTA for such expenses as officer salaries, police overhead and so forth also contribute to drug seizures. Table 7 does not attempt to calibrate such outside expenses, but is focused directly on what HIDTA spends compared to the profits removed from the illicit market place.

Table 8 - Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives, 2005

North Texas Table 8: Total Return on Investment (ROI) for Drugs and Assets Removed from the Marketplace by Law Enforcement Initiatives by Year					
Year	Budget	Drugs and Assets Baseline	Targeted Total ROI	Drugs and Assets Removed from Market	Actual Total ROI
2004	\$1,904,789	\$9,307,863	\$5	\$9,307,863	\$5
2005	\$2,112,071	\$9,307,863	\$5	\$23,159,365	\$11

(Note: In 2004 the drug and drug assets seized yielded a \$5 ROI for the North Texas HIDTA. It should also be noted that although discretionary funding received by the Oklahoma regions was factored into last year's budget total, drug and drug assets seizures from the Accelerated Domestic Market Disruption and the Domestic Highway Interdiction Project Initiatives were not included, but have been included in 2005.)

Just like a business corporation, you cripple a DTO by reducing its bottom line profits. Tables 6, 7 and 8 demonstrate the efficiency of the North Texas HIDTA insofar as removing illicit drugs and drug profits from the DTOs.

In all, the North Texas HIDTA permanently removed over \$13.2 million in illicit drugs and almost \$9.9 million in drug assets from the marketplace. When examined in budget terms, these results yield a ROI of over \$11.00 for every \$1.00 of HIDTA funding invested in North Texas HIDTA law enforcement and intelligence initiatives. Based upon available funding, the North Texas HIDTA continues to have success in crippling these DTOs in bottom line profits.

Table 9 - Prosecution Initiative Cost per Investigation, 2005

Prosecution Outputs and Outcomes by Year at North Texas HIDTA				
Year	Investigations Baseline	Investigations Projected	Investigations Handled	% Handled
2004	0	0	0	0%
2005	0	0	0	0%

The North Texas HIDTA currently does not have a Prosecution Initiative. The North Texas HIDTA initiatives are, however, actively working with federal and state prosecutors in developing and prosecuting cases.

Table 10 - Value of Clandestine Methamphetamine Labs Dismantled by Size

Table 10: Value of Clandestine Methamphetamine Laboratories Dismantled by Size for Year 2005, at North Texas			
Meth Cost Per Ounce		\$453.12	
Lab Size	ID/Targeted	Dismantled	Value of Labs Dismantled
A. Less than 2 Oz	0	3	\$2,718.72
B. 2 - 8 Oz	0	0	\$0.00
C. 9 - 31 Oz	0	0	\$0.00
D. 32 - 159 Oz	0	0	\$0.00
E. 10 - 20 Lbs	0	0	\$0.00
F. Over 20 Lbs	0	0	\$0.00
Total	0	3	\$2,718.72

Table 11 - Clandestine Laboratory Activities, 2005

Table 11: HIDTA Clandestine Laboratory Activities for Year North Texas, in 2004				
	Baseline	# Projected	# Identified	% Identified
Laboratory Dump Sites Seized	0	0	0	0%
Chemical/Glassware Equipment Seizures	0	0	0	0%
Children Affected	0	0	0	0%

Methamphetamine abuse is an escalating drug problem in many HIDTAs across the country, and the North Texas HIDTA region is no exception. Using the requisite chemicals and other precursor equipment, almost anyone foolish enough to ignore the dangers associated with methamphetamine production, coupled with the risk of arrest, can open a methamphetamine lab and start production. Fortunately, North Texas HIDTA initiatives continue to make it difficult for potential methamphetamine producers to acquire the necessary precursor materials, and set up

the labs required to achieve their illegal objectives. Listed below is an excellent example of this type of investigation.

In 2004 the Northern Drug squad received an Outstanding Cooperative Effort Award at the National HIDTA Conference for “Operation White Mercury.” A Walgreen’s pharmacy surveillance video involved in the investigation revealed an associate of the original suspect purchasing two shopping carts of pseudoephedrine tablets. The purchase took almost two hours to check out due to the packaging and sales restrictions. Civil action was taken against Walgreen’s by the United States Attorney’s Office, Eastern District of Texas, and an agreement was made in which Walgreen’s agreed to pay the U.S. Government over \$1.3 million dollars. Additionally, Walgreen’s has agreed to make several significant changes in the way pseudoephedrine products are handled and sold nationwide.

Although methamphetamine is a major problem in The North Texas HIDTA region, the clandestine production of methamphetamine has significantly declined since pseudoephedrine control legislation was adopted first in Oklahoma and later in Texas and has forced lab operators to obtain precursors from other states or Canada. The North Texas HIDTA does not have any initiatives that exclusively target clandestine labs. The initiatives more specifically target the large quantities of this drug being sold or trafficked through the area, keeping with the mission of targeting DTOs. As a result, regional clandestine labs are mainly targeted by local law enforcement and area task forces. Statistics were not captured on precursor chemicals, dumpsites, or glassware during 2005.

Performance Measures for Goal 2

Table 12 – NORTH TEXAS HIDTA Training Efficiency by Year and Type of Training

Table 12: HIDTA Training Efficiency by Type of Training for Year 2005, at North Texas											
Type of Training	# Students Expected for Training		# Students Actually Trained		# Training Hours Actually Provided		Total Training Cost		Training Cost Per Hour		
	2004	2005	2004	2005	2004	2005	2004	2005	2004	2005	% Change 2004-2005
Analytical/Computer	97	60	97	120	907	1,321	\$19,097	\$24,218	\$21.06	\$18.33	-13%
Investigative/Interdiction	413	375	413	570	4,232	5,577	\$26,482	\$9,790	\$6.26	\$1.76	-72%
Management/Administrative	34	10	34	186	456	1,608	\$24,157	\$15,091	\$52.98	\$9.38	-82%
Other	0	0	0	0	0	0	\$0	\$0	0	0	0%
Total	544	445	544	876	5,595	8,506	\$69,736	\$49,099	\$12.46	\$5.77	-54%

Note: These numbers do not include training statistics for the statewide Texas Narcotic Intelligence System (TNIS) that receives a portion of the North Texas HIDTA budget.

In 2005, the North Texas HIDTA increased training dramatically. As the chart illustrates, we conducted training in every area and included HIDTA assigned personnel, HIDTA member agencies and all area law enforcement departments in our efforts. To date this has been our most

successful training effort by providing 876 students with 8506 course hours. This training, which cost North Texas HIDTA just under \$6 per classroom hour, was provided free of charge to North Texas HIDTA assigned and participating agency investigators. These training courses would not have been available without North Texas HIDTA support and funding.

Table 13 - Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services

Table 13: Percentage of HIDTA Initiatives Using Event and Case Deconfliction Services for Year at North Texas				
Year	Total HIDTA Initiatives	# Initiatives Targeted to Use Services	# Initiatives Using Services	% Initiatives Using Services
2004	8	8	8	100%
2005	8	8	8	100%
2006	0	0	0	0%
2007	0	0	0	0%

These 8 initiatives represent 3 enforcement initiatives (two in Oklahoma and one in Texas that is comprised of 6 enforcement squad components) and do not include any intelligence or support initiatives.

Table 14 - Percentage of Event and Case Deconflictions Submitted, 2005

Table 14: Percentage of Event and Case Deconflictions Submitted for Year at North Texas						
Year	Baseline # Deconflictions Submitted	# Deconfliction Submissions Targeted	# Event Deconflictions Submitted	# Case/Subject Deconflictions Submitted	Total Deconflictions Submitted	% Deconflictions Submitted
2004	5755	5,755	1,928	3,827	5,755	100%
2005	5755	6,127	2,903	4,414	7,317	119%
2006	0	0	0	0	0	0%
2007	0	0	0	0	0	0%

*7317(Event-2903, Case Subject-4414)

**2903(RISC 1571, OIC-1332, TNIS-0)

***4414(RISC-3818, OIC-524, TNIS-72)

In 2005, the North Texas HIDTA saw a 27% increase in total deconflictions submitted. This continues the trend we have seen each year since the start of this program. Current users of our deconfliction services include all HIDTA initiatives, member agencies and area departments. Our services in this project are open to all agencies and support has been outstanding from everyone. In addition to receiving fax and phone requests, we have implemented electronic submission to encourage more agency participation. This service did not exist in this area prior to implementation by the North Texas HIDTA and we continue to believe that it is a critical program improving both the efficiency and safety of our investigations. Of the 8 North Texas HIDTA initiatives eligible to use deconfliction services, 100% participated.

Table 15 - Percentage of Investigations Provided Analytical Support, 2005

Table 15: Percentage of Cases Provided Analytical Support for Year at North Texas				
Year	Baseline # Cases Receiving Analytical Support	# Cases Targeted for Analytical Support	# Cases Provided Analytical Support	% Targeted Cases Supported
2004	192	192	192	100%
2005	192	198	99	50%
2006	0	0	0	0%
2007	0	0	0	0%

*99 (RISC-73, OIC-24, TNIS-2)

The North Texas HIDTA Regional Intelligence Support Center (RISC) and its intelligence subsystems continue to provide comprehensive intelligence and case support. Table 15 shows a lower number and percentage of Targeted Investigations actually receiving analytical support. This is due to a clarification in the definition of what constituted actual “**case**” analytical support. Previously, intelligence inquiries (target checks, etc.) not requiring additional analytical support had been counted.

Table 16 - Percentage of HIDTA Initiative Investigations Referred to Other HIDTAs and Other Agencies, 2005

Table 16: Percentage of HIDTA Initiative Cases Referred to Other HIDTAs and Other Agencies for Year at North Texas						
Year	Total HIDTA Initiative Cases	# Initiative Cases Targeted for Referral	# HIDTA Initiative Cases Referred to Other HIDTAs	# HIDTA Initiative Cases Referred to Other Agencies	Total Initiative Cases Referred	% Targeted Initiative Cases Referred
2004	116	0	6	4	10	0%
2005	99	2	6	26	32	1600%
2006	0	0	0	0	0	0%
2007	0	0	0	0	0	0%

*99 (RISC-73, OIC-24, TNIS-2)

The increase in referrals shown in Table 16 is the result of the establishment of a tracking system as referred to in the 2004 Annual Report.

VII. Conclusions

The reporting period of January 1, 2005 through December 31, 2005 was the seventh year of operation for the North Texas HIDTA. The North Texas HIDTA Program continues to increase its: involvement in high-level investigations, participation in deconfliction, intelligence support to law enforcement and overall service to the community. State and local law enforcement departments throughout the region continue to experience funding cutbacks. As funding is lost, the ability of those agencies to work together in a cooperative manner to conduct drug investigations becomes even more critical than in past years. The North Texas HIDTA assists in fostering cooperative relationships and the consolidation of resources, enabling agencies in the region to continue conducting meaningful and successful drug trafficking and manufacturing investigations.

North Texas HIDTA's ability to fund and support intelligence driven drug enforcement operations has been critical to drug enforcement operations in the North Texas HIDTA region. The North Texas HIDTA is also the primary provider of event and target deconfliction services.

CY 2005 marks the second year that the North Texas HIDTA has reported initiative operational targets and subsequent outcomes using the performance measurement tables throughout this Annual Report. These graphic presentations illustrate how both North Texas HIDTA goals are well on target. Clear evidence of successful initiative productivity is present throughout the report, and one must conclude that drug availability is being reduced, DTOs are being disrupted or dismantled (Goal 1), and these accomplishments are being done efficiently, effectively and at less budgetary cost through HIDTA sponsored training and information sharing (Goal 2).

Historically, it was uncommon for diverse law enforcement entities to share strategic or operational information. Many agencies feared a breach of security or confidentiality if they permitted “outsiders” to look at confidential files. Naturally, this foreclosed many opportunities to avoid duplication of effort, and one can only speculate about how many drug and other violent crimes remain unsolved because information held by one department or agency was never shared with another. Fortunately, in the several years the North Texas HIDTA has been in existence, there has been a steady positive increase in the number of queries or data elements shared through the North Texas HIDTA computer infrastructure and the number of interactions between law enforcement, intelligence and prosecution activities. The bottom line is that interagency barriers are gradually but steadily falling. Technology is also facilitating this behavioral transition. Disparate database files that could not be connected in the past can now communicate, over high-speed computer networks to share data and facilitate joint law enforcement, intelligence and prosecution efforts.

With support from the North Texas HIDTA RISC, OIC, and TNIS, law enforcement operational initiatives continue to make significant progress in identifying, investigating and dismantling the most dangerous and prolific drug dealers, money launderers and weapons traffickers operating in the North Texas HIDTA region.

North Texas HIDTA is extremely pleased that its initiatives comply fully with the precepts of Goals 1 and 2. Namely, they have been extremely efficient and effective in achieving their results to date, and continue to improve going forward. CY 2005 marked a positive turning point in the North Texas HIDTA history of fighting illicit drug activities. HIDTA leadership, both nationally and locally, envisioned an organization that could do even more than had been accomplished in previous years. It saw an organization that could improve by becoming more proactive.

The principle of measurable results for each federal dollar spent was adopted as a key component of the HIDTA Program using the PMP tables. More than 40 federal, state and local agencies in the North Texas HIDTA region participate in the North Texas HIDTA law enforcement, investigative support, and intelligence initiatives. Proactive thinking is also a key component to the North Texas HIDTA local support as staff strives to foster efficiency and effectiveness among and between the initiatives under its guidance, through interagency cooperation and information sharing.

North Texas HIDTA technology provided the necessary infrastructure to consolidate available resources, and provided a platform for intelligence gathering and information sharing. The North Texas HIDTA is clearly an efficient multi-agency system, where every initiative now has a clear set of objectives, and where the cumulative product can be measured, evaluated, and fine-tuned as needed.

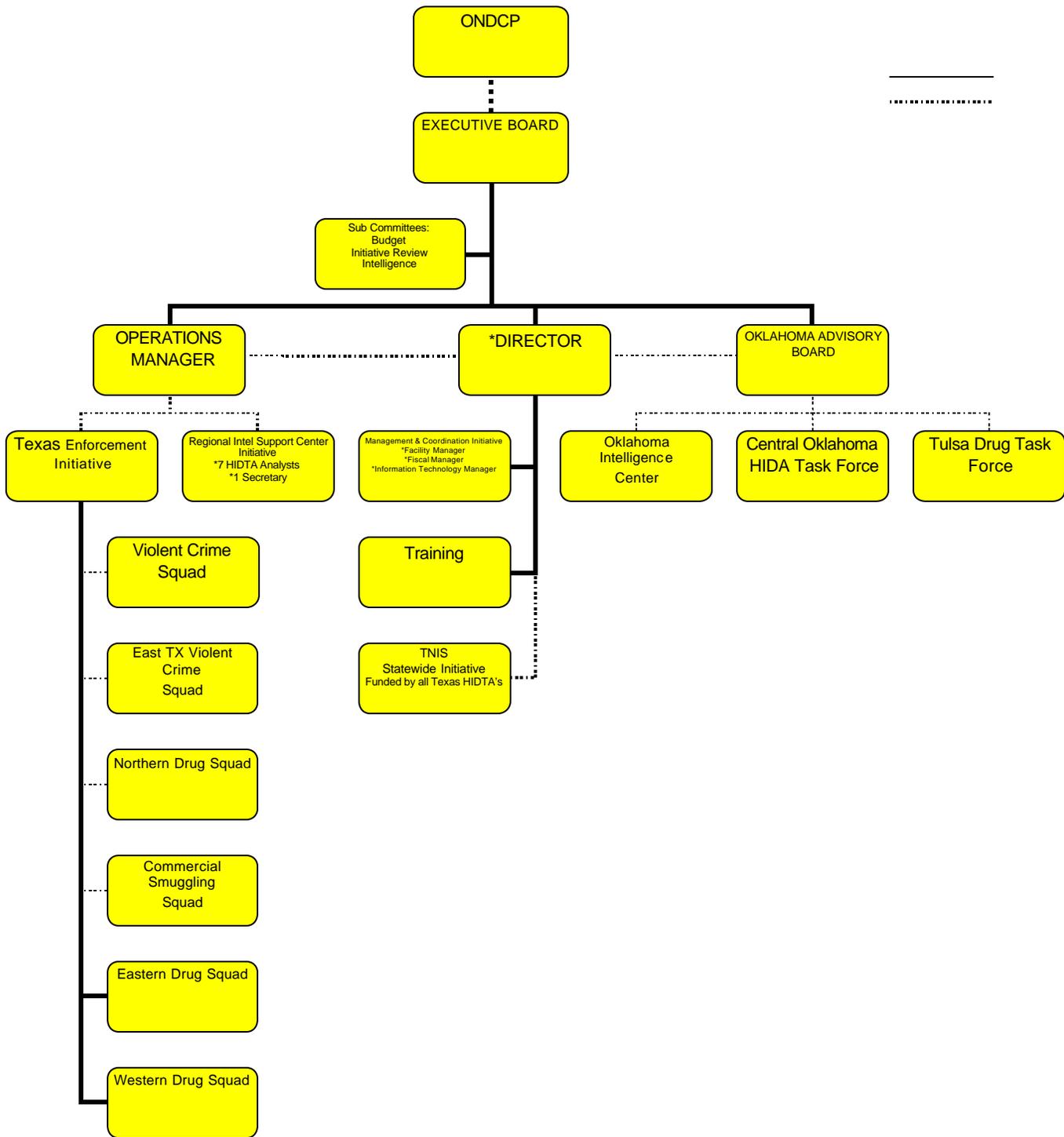
Although the North Texas HIDTA has made considerable progress over the past year, there are still many challenges to face. The emergence of internationally connected drug trafficking organizations, the continuing unacceptably high levels of methamphetamine addiction and drug-related crime; the persistent abuse of cocaine HCL, crack cocaine, marijuana, MDMA and the other drugs as described throughout this report are all threats that the North Texas HIDTA must continue to address. By bringing together criminal justice professionals and developing innovative, effective solutions to the region’s drug threats, the North Texas HIDTA will continue to lead the effort to protect regional residents from the scourge of illegal drugs.

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**North Texas HIDTA
Staffing Report
5/15/2006**

	Mgmt & Coord.	R/ISC	Operations Manager Office	Violent Crime Squad	Western Drug Squad	Eastern Drug Squad	Commerical Smuggling Sq	Northern Drug Squad	East Texas Violent Crime	OK Intel Center	Central OK TF	Tulsa Regional TF	Total
			9		1		1	1					12
ATF													
DEA	3	1	1	4	3	1	1			1	2		17
FBI			1		1		8	6	1				17
ICE	1			1		7	1						10
IRS				1	1	1	1				1		5
US Marshal								2					2

TOTAL FEDERAL

63

COUNTY

Dallas Co SO					1	1							2
Ellis Co SO					2								2
Gregg Co DA								1					1
Gregg Co SO								1					1
Harrison County DA								1					1
Harrison County SO								1					1
Oklahoma City SO										1			1
Oklahoma County DA										1			1
Rusk County DA								1					1
Rusk County SO								1					1
Smith Co DA								1					1
Smith Co SO								2					2
Tarrant Co SO	2					1							3
Tulsa SO											1		1

TOTAL COUNTY

19

STATE

OK Bur Narcotics									2	3	1		6
Texas DPS	1				1		1	1					4
Texas Nat Guard	2	3				1*	1*						7

TOTAL STATE

* - officially assigned to their federal agency

17

LOCAL PD

Arlington				1		1							2
Broken Arrow (OK)											1		1
Coppell					1								1
Dallas	1		3		5		1						10
Denton							2						2
Fort Worth	1			6		1							8
Grand Prairie				1									1
Henderson PD								1					1
Irving					1								1
Kilgore PD								1					1
Longview								2					2
Marshall								1					1
McKinney PD			1										1
Oklahoma City (OK)									1	3			4
Plano							1						1
Richardson					1								1
Tulsa (OK)											4		4
Tyler								3					3

TOTAL LOCAL PD

45

HIDTA Staff

Total Assigned	5	7						1					13
Authorized Staffing	7	19	1	15	14	18	13	17	28	4	9	10	155
Over/Under	4	19	2	16	15	18	14	16	28	6	13	12	163
	3	0	-1	-1	-1	0	-1	1	0	-2	-4	-2	-8